

Changing times

OML, branching, LDAC get revamps

Repeat performance

Army sweeps national JROTC air rifle titles

The CADET

U.S. Army Cadet Command's quarterly magazine

Summer 2013 Vol. IV Issue II

HISTORIC RUN

Penn State University takes second in Sandhurst Competition, the highest ROTC finish ever

Cadet Command news online at www.army.mil/rotc

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Cadet Amanda Reich of Eastern Washington University, right, salutes during a parade at the annual George C. Marshall Awards and Leadership Seminar in April. Photo by Steve Arel



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Penn State Cadets join hands as they race toward the finish of the Sandhurst Competition at West Point, N.Y. Photo by Steve Arel

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The Cadet

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Applauding achievement

Good news stories all around Cadet Command this school year; here are some successes



At the end of this school year, and the end of my first year as Commanding General, I want to reflect on our successes.

During the fiscal year that concluded this school year, ROTC commissioned 5,880 second lieutenants, surpassing our mission.

Each ROTC student is becoming a leader, and each contributes something to this great nation. This year, an abundance of Cadets has excelled in a wide range of professional fields, in many national athletics competitions and in life.

One of the latest examples is Noah Falck, an aerospace engineering major at California Polytechnic State University, who had finished running the Boston Marathon but ran back to help when he heard the deadly bomb blasts. The freshman Cadet volunteered for several hours, helping authorities clear suspicious bags and comforting distressed people on the scene. The Boston Herald called him a "Finish Line Hero."

Falck certainly isn't alone in his success. Scores of other students earned accolades for their actions and accomplishments. I'd like to highlight some others:

► University of Virginia Cadet Joseph Riley was named one of 32 American Rhodes Scholars. He will begin studying at Oxford University in October. Joseph is majoring in Mandarin Chinese and is in the honors program in government and foreign affairs. He is co-authoring a book on Sino-American relations and has done field research on Chinese mineral extraction industries in Africa.

► Cadet Tara Hutchison, a biology major at Baylor University in Texas, spoke at the Academic Surgical Congress in New Orleans Feb. 7. Tara discussed her research

on venous thromboembolism (VTE), a disease process that causes blood clots and can lead to life-threatening pulmonary embolisms. While participating in a research fellowship at the San Antonio Military Medical Center at Fort Sam Houston, Texas, Tara conducted a 10-year review on combat casualties from 2001 to 2011 who developed a VTE. She wanted to determine the incidence and risk factors in the military population, hoping her research will make doctors more aware of Soldiers who are at a greater risk for developing a possible life-threatening VTE.

► Cadet Sean Tedtaotao of Western Kentucky University was named the top U.S. Army engineer Cadet for 2013 by the Society of American Military Engineers. Sean, originally from Guam, is majoring in mechanical engineering with a minor in military science.

► Competing at a track and field event in Austin, Texas, Cadet Sam Kendricks of the University of Mississippi achieved the best pole vault in the NCAA since 1998. Kendricks, a sophomore, cleared a school-record 19 feet, 3/4 inches.

► Cadet Command programs also just posted their strongest finish ever in the Sandhurst Competition, an annual international test of military skills. Three Cadet Command schools finished in the overall top seven: Penn State was second, the University of North Dakota was sixth and Brigham Young University tied for seventh.

Though it is appropriate to celebrate our successes, excellence is a lifelong pursuit.

The gold bar on the chest of a second lieutenant is not gold. Cadets, you must continue to develop yourselves. You must live the Army values every second of every day. If you strive for this, every day will be a success.

Maj. Gen. Jeff Smith
Commanding General
U.S. Army Cadet Command



Riley



Hutchison



Tedtaotao



Kendricks

Around the command

News, notes and updates from across Cadet Command

MacArthur Awards recognize top programs

Two schools honored for second straight year

Cadet Command recently announced the eight winners of the annual MacArthur Awards for the 2011-12 school year.

The award recognizes the eight schools, selected from among the 273 Senior ROTC units nationwide, as the top programs in the country.

The awards, presented by the U.S. Army Cadet Command and the Gen. Douglas MacArthur Foundation, recognize the ideals of “duty, honor and country” as advocated by MacArthur.

The award is based on a combination of the achievement of the school’s commissioning mission and its Cadets’ performance and standing on the command’s National Order of Merit List and its Cadet retention rate. Cadet Command and the MacArthur Foundation have given the awards each year since 1989.

This year’s eight winners are:

► Texas A&M University, of College Station, Texas, which represents Cadet Com-



mand’s 1st Brigade. The brigade consists of the nation’s six senior military colleges and five of the military junior colleges.

► Gannon University, of Erie, Pa., which represents 2nd Brigade. The brigade consists of the 41 senior Army ROTC programs in the northeast.

► Iowa State University, of Ames, Iowa, which represents 3rd Brigade. The brigade consists of the 40 senior Army ROTC programs in the Midwest. Iowa State won the award last

year as well.

► University of Virginia, of Charlottesville, Va., which represents 4th Brigade. The brigade consists of the 38 senior Army ROTC programs in the mid-Atlantic region.

► University of Colorado, of Boulder, Colo., which represents 5th Brigade. The brigade includes the 36 senior Army ROTC programs in the southwest.

► University of Georgia, of Athens, Ga., which represents 6th Brigade. The brigade consists of the 39 senior Army ROTC programs in the southeastern United States and Puerto Rico.

► University of Notre Dame, of South Bend, Ind., which represents 7th Brigade. The brigade consists of the 38 senior Army ROTC programs in the states of Michigan, Ohio, Indiana, Tennessee and Kentucky. Notre Dame won the award last year as well.

► Pacific Lutheran University, of Tacoma, Wash., which represents 8th Brigade. The brigade consists of the 30 senior Army ROTC programs on the West Coast, as well as Hawaii, Alaska and Guam.

Top female Cadets honored as Pallas Athene winners

Two aspiring lieutenants, one hoping to become a doctor and the other wanting to become a physician’s assistant, have received Pallas Athene Awards for academic year 2012-13.

Aimee Moores of the University of Virginia and Kayla Amsler of Gannon University have been honored by the Women’s Army Corps Veterans’ Association as the top two senior Army ROTC women Cadets in the nation.

To be eligible for consideration for the award, the Women’s Army Corps Veterans’ Association requires female Cadets to be seniors (at the Military Science IV level) who will graduate and be commissioned within the academic year; be in the top 50 percent of her class academically; have successfully completed the Leader Development Assessment Course or the Nurse Summer Training Program; and embody the “traditions of service, patriotism and loyalty so much a part of the contribution of Army women past and present.”

Moores, who is majoring in mathematics with a pre-med concentration, will graduate and be commissioned this month with a 3.98



Moores



Amsler

grade point average and ranked in the top 10 percent of her class.

A Dean’s List student every semester, she is also the Cadet battalion executive officer for Virginia’s Army ROTC program, the University of Virginia’s winner of the George C. Marshall Leadership Award and ranked fourth on Army ROTC’s National Order of Merit List, a ranking of all the senior Cadets nationwide (almost 5,600), and is the top-ranked female Cadet in the nation. After graduation, the daughter of two military physicians will enroll in the F. Edward Hebert School of Medicine

of the Uniformed Services University of the Health Sciences.

Amsler, who is enrolled in a five-year physicians’ assistant master’s program, will graduate and be commissioned this month as well, with a 3.88 grade point average and ranked in the top 10 percent of her class.

She is also the Cadet battalion commander for Gannon’s Army ROTC program, which is one of the top eight Army ROTC programs nationwide; Gannon’s winner of the George C. Marshall Leadership Award and ranked No. 71 on the National Order of Merit List.

The Women’s Army Corps Veterans’ Association has been presenting the Pallas Athene Award to the top female Army ROTC Cadets annually since 1983. The award consists of the award medallion with the insignia of the Women’s Army Corps and the awardee’s name in relief on the front and the year of the award and the words “outstanding cadet” engraved on the back, a cash award of \$500 and a three-year associate membership in the Women’s Army Corps Veterans’ Association.

Around the command

News, notes and updates from across Cadet Command

New strategic plan unveiled

U.S. Army Cadet Command has released its new strategic plan. Authored by Maj. Gen. Jeff Smith, commanding general, the document serves as a roadmap for the organization's direction.

The USACC Strategic Plan 2013 details Smith's vision for developing the officers of tomorrow and provides a framework that enables the command to effectively and successfully meet its mission. The plan identifies structure, lines of effort, priorities, goals, objectives, outcomes, responsibilities and provides implementing



guidance to achieve the desired endstate.

The plan is intended to enable commanders, professors of military science, leaders and staff at all levels to meet commissioning requirements and to develop the best commissioned officers possible while evolving the capabilities of Cadet Command.

"As we weather the current fiscal uncertainties, our unit motto 'Leadership Excellence' should inspire our efforts," Smith said.

The plan is accessible through the Cadet Command portal at <http://my.usaac.army.mil>.



TRADOC commander makes stop

TRADOC commander Gen. Robert Cone gestures while speaking in early March to students attending the Cadet Command Pre-Command Course at Fort Knox, Ky. Part of Cone's remarks focused on the vital role ROTC instructors and cadre members play in developing the Army's future leaders. *Photo by Steve Arel*

New command blog invites questions, comments

Find out what's happening throughout Army ROTC and Fort Knox, Ky., by visiting the new command blog at <http://1.usa.gov/YAccTA>. Blog topics will include Army ROTC initiatives, Cadet news and Fort Knox-specific topics.

The command blog was created to engage, inform and remain connected by posting news and commentary for Army ROTC Cadets and potential Cadets, cadre and potential cadre, Department of Defense civilians and contrac-

tors, the Fort Knox community, family members and senior leaders.

Recent topics include an entry about Army ROTC Cadets hosting a "Day of Challenges" for students in grades five through 12. Also featured is a Cadet who helped save the life of an accident victim, using skills learned in ROTC.

Two-way communication is encouraged, so feel free to post questions and comments on the blog site.

Deputy commander heading for new assignment

Col. Erik Peterson, Cadet Command's deputy commander, will be the next deputy commander of the 2nd Infantry Division, Eighth U.S. Army, in Korea.

The Department of the Army made the announcement in February. Peterson, who has been with Cadet Command since August, departs May 31 for his new assignment.

The 2nd Infantry Division is the last remaining permanently forward-stationed division in the U.S. Army.



Peterson

Peterson's replacement at Cadet Command is Col. Maria Gervais, currently the chief of the Full Dimension Protection Division for the Department of the Army G8.

Peterson's assignment comes on the heels of him being nominated by President Barack Obama in December for promotion to the rank of brigadier general. The nomination is awaiting confirmation by Congress.

Peterson is a 1986 ROTC commissionee from the University of Idaho. He also is a 1984 graduate of Basic Camp, the predecessor to the Leader's Training Course, at Fort Knox, Ky.

An aviator, Peterson has served in a variety of roles during his career. Among them are platoon leader and company commander, adjutant and battalion S-3, battalion executive officer and special operations aviation observer controller. He was director of the Flight Concepts Division at Fort Eustis, Va.

He also was brigade commander for the 10th Combat Aviation Brigade and chief of staff for the 10th Mountain Division (LI) at Fort Drum, N.Y. Peterson served in Operations Desert Shield and Desert Storm, Operation Uphold Democracy, Operation Enduring Freedom and Operation Iraqi Freedom.

Administrator from
Michigan State University
receives DePuy Award
for ROTC support

LEADING THE CHARGE



By Vickey Mouzé
U.S. Army Cadet Command

In June 2012, Spc. Zachary Nattress, an enlisted vehicle gunner, applied to become an Army ROTC Cadet through the Green to Gold program.

However, his efforts were thwarted when he learned the application process at his chosen school, Michigan State University, had closed.

“Given the timing of my fall deployment to Afghanistan, the normal college application process quickly became very complicated,” said Nattress, who was assigned to Company G, 3rd Battalion, 320th Field Artillery Regiment, 3rd Brigade Combat Team, “Rakkasans,” 101st Airborne Division (Air Assault). “My first obstacle was that most universities registered their incoming freshman class by the spring. Being determined to enroll in the program, I called the admissions office at MSU during the summer break, hoping to get lucky.”

He was put in touch with Mike Kolar, assistant director of admissions at MSU, who helped Nattress with his application.

“From the start, Mr. Kolar was very supportive and went out of his way to help me per-

sonally,” Nattress said. “To put that into perspective, there are more than 48,000 students at MSU and Mr. Kolar took the time to help me with my application process. I remember him saying that the hardest thing he had to do was to find a paper copy application because for the last several years, everything is handled electronically online.”

Nattress’s case is just one example of Kolar’s personal commitment and strong support of the Army ROTC program, which has earned him the 2012 Gen. William E. DePuy Award. U.S. Army Cadet Command created the award in 2005 to honor individuals who have provided significant support to Army ROTC. He received the award April 16.

After speaking with Kolar, Nattress traveled from his home station at Fort Campbell, Ky., to finish the application process and meet with Kolar.

“On short notice, Mr. Kolar rearranged his schedule to meet with me and review my application,” Nattress said. “After my interview, he provided me with the required written acceptance letter for the Green to Gold scholarship program.

“My parents and I were totally amazed at

Mr. Kolar’s personal commitment and support of my MSU application, and I look forward to joining him this fall as part of the (Army ROTC) Spartan Battalion.”

Kolar started his career at MSU as a graduate assistant in the office of admissions in 1994. After graduating with a master of arts in student administration, he was hired as an admissions counselor. He also became the on-campus Army ROTC liaison.

As ROTC liaison, he assisted with Army recruitment efforts and incorporated Army ROTC into yearly university recruitment cycles. In the fall of 1996, Kolar established working relationships with Army ROTC recruiting officers. Kolar said that before 1996, contact with Army ROTC had been limited to occasional phone requests regarding future Cadet applicants “maybe a couple times during the year.”

Kolar said he wasn’t expecting the award and was in “disbelief and shock” when notified. He was honored just to be considered, he said.

“I also understand that the award recognizes our Army ROTC battalion. I’m very proud of

KOLAR, continued on page 20

PREVIOUS DEPUY AWARD WINNERS

2006

Retired Maj. Gen.
Robert Wagner, first
commanding general
of Cadet Command

2007

Dr. Robert
Swansbrough,
established military
science department
at the University of
Tennessee -
Chattanooga

2008

Retired Col. James
Pritzker, president/
CEO of private
investment company
that supports JROTC
and SROTC

2009

Eddie Moore Jr.,
president of Virginia
State University

2010

Dr. Greg
Weisenstein, West
Chester (Pa.)
University president

2011

Dr. Rebecca
Morgan, career
counselor at
Fullerton (Calif.)
College

2012

Michael Kolar,
Michigan State
University
administrator



Keeping their ATTENTION

Tips for maintaining student excitement in the classroom

Think back to the best teachers or professors in your school or college — what techniques did they employ that made their classes interesting? What did you enjoy about their classes? What made you excited to learn? If you think about it, no doubt you'd realize those instructors were passionate about their subject. Instructors who are excited about their subject can't help but

pass the passion to their students.

So, how do instructors make that passion contagious? While teaching is a complex skill, techniques exist that can help develop and create an engaged classroom. The goal is to turn passive learners into active learners. What follows are some techniques to help create and maintain excitement in the classroom:

1

Interactive lectures. Asking a question and getting a silent response is uncomfortable for you and uncomfortable for your students. Encourage student engagement by using the “think-pair-share” learning strategy. Pose a question (open-ended is best as it encourages a higher level of thinking), allow each student to think about the question, pair up with their neighbor and settle on an answer and then share their answer with the class.

2

Case studies. Take a tip from business and medical schools by adding case studies to your instructor toolbag. Present your students with a realistic problem and have them solve it. It's OK to let them stumble a bit as they work through solutions; the point is to let them develop a plausible answer on their own. While you should create realistically complex situations, the best case studies will revolve around your students' ROTC experiences.

3

Just-in-Time Teaching (JiT). Ask students to review a few brief, well thought-out questions before the next class that you've posted on the ROTC Blackboard site at <http://bit.ly/XLt5vz>. Open-ended questions are the best — you can ask your students to do something, like reading an article or chapters in a textbook that relate to the next class. Then, a couple hours before class, review their answers to get a snapshot of their knowledge gaps. Develop interactive classroom activities to fill in those gaps. Using JiT will encourage students to prepare for class and enhance their learning.

4

Role playing. Leadership classes are a perfect subject for role playing. Creating a skit that demonstrates leadership will allow students to work through their actions in a safe and supportive environment. Examples include on-the-spot corrections or counseling a subordinate — make the situation realistic and then have the class critique the players' performance, which is really another aspect of leadership. Remind students to point out what went right, as well as what could be improved. Students will remember those lessons and can draw upon them when needed.

5

Service learning. Tap into community activities that will offer students opportunities to put new skills and knowledge to practical use. Examples include volunteering to cook and serve a meal at a senior citizen's home or Ronald McDonald House, or organizing and mentoring a physical fitness challenge day for area schools.

For additional tips or advice, contact Dr. Rick Swain, dean of academics at Cadet Command, at (502) 624-0126, or email richard.w.swain.civ@mail.mil.

nwo

New World Order

Order of merit rankings used to spell doom for some Cadets wanting popular branches. Changes to the list and the assessment process to take effect this fall are now giving them a better shot at landing their career field of choice.

Story by Steve Arel
U.S. Army Cadet Command

As a civil affairs officer at Fort Bragg, N.C., Capt. Will Wardwell will spend his days interacting with leaders and citizens in communities neighboring the post. He'll be charged with developing, planning and coordinating Army activities during both times of peace and war. It's a role Wardwell, who is undergoing training as part of a reclassification from quartermaster, expects to enjoy, he says. But he wasn't so sure his service would bring satisfaction when he commissioned three years ago.

Quartermaster wasn't the Texas A&M University graduate's first branch choice. Or his second.

In fact, quartermaster was last on his list.

"Civil affairs has many personal development perks, like language training, cross-specialty training, top secret clearance, extra pay and master's courses," said Wardwell, who had hoped for infantry, armor or military intelligence. "Quartermaster has no programs like that, and you have little option on where you can be stationed."

Every year, scores of Cadets fill out dream sheets ranking the branches of which they most want to be part. And every year, the reality is that only a small number of the 5,000-plus graduating Army ROTC seniors nationwide get their wish.

Changes to the order of merit and branching processes taking effect this fall won't guarantee a Cadet his or her branch of choice, but it will give them an additional chance at landing the job field they want – something they haven't had before.

"I was in the 26th percentile and worked hard academically, physically and tactically," said Wardwell, adding that he wishes the new system had been in place when he commissioned. "I was never worried about not getting an active duty slot; my branch was my only concern."

The way the system worked in the past, Cadet Command filled a specific number of branch allocations from the top half of the order of merit list and from the bottom half of the order of merit list based on Cadet preference and standing on the order of merit list. Then, to ensure quality and diversity distribution across the force, a certain number of branch allocations were filled by the Department of the Army Branching Model.

Those Cadets ranking between the 20th and 50th percentiles had no opportunity to compete for popular branches such as infantry, armor, military intelligence or aviation as those allocations were

already filled by Cadets higher on the order of merit list. This is what is referred to as the “dead zone,” said Cliff Hefner, chief of the Accessions and Security Division for Cadet Command.

But under the new branching model, the command will fill 55 percent of the total allocations for each branch by order of merit list ranking and Cadet branch preferences first. This includes Cadets who elect to execute a branch for active duty service obligation (ADSO) contract.

If the Cadet does not receive a branch through this process, they will go to the Department of the Army branching model, which will consider them for their top three branch preferences a second time. The model is a linear optimization approach that considers Cadet branch preference, where the Cadet fell on the order of merit list (quality), the Cadet’s gender and the Cadet’s ethnicity when filling the remaining 45 percent of each branches allocation. This process ensures each Cadet has ample opportunity to compete for their top three branch preferences where this was not the case previously, Hefner said.

“This model is the best way of getting quality and diversity distribution across the force,” he said. “If we conducted branching just by OML order and Cadet branch preference, branches like infantry, armor, aviation and military intelligence would receive the majority of the Cadets from the top of the order of merit list. Other less popular branches wouldn’t get that same quality.”

The new branching process will be set up by an order of merit list that puts more emphasis on a Cadet’s on-campus performance and less weight on their achievement at the Leader Development and Assessment Course attended between their junior and senior years.

In the existing and revamped models, academics account for 40 percent of a Cadet’s rating. The differences come in the leadership program that covers the other 60 percent. The professor of military science’s evaluation of a student’s third-year performance now counts for 11.25 percent, 4.5 percent more than previous years, and the land navigation score at LDAC, which was 4.5 percent, has been eliminated from the order of merit list model.

In addition, physical fitness tests done on campus during a Cadet’s junior year in the program now are worth 7 percent, up from 4.05 percent. Weight for the PT test at LDAC was lowered to 6.5 percent from 9.45 percent.

The merit list changes are being spurred by Maj. Gen. Jeff Smith, Cadet Command’s commanding general, who wants more focus on the personal and professional development of Cadets and less on assessment. As a result, LDAC, still the capstone event of Cadets’ ROTC experience, centers on development of critical skills needed to become quality officers instead of simply grading them on select events within the four-week training program at Joint Base Lewis-McChord, Wash.

The shift also puts more weight in the hands of professors of military science who personally work with Cadets throughout their time in ROTC and yet found themselves in positions where their evaluations weren’t as significant, Hefner said.

“When you look at it, what the professor of military science could do for a Cadet was minimal,” he said.

Some professors of military science welcome the increased role they play in the accessions process.

Lt. Col. John Tao of Santa Clara University, the Cadet Command 2011-12 Professor of Military Science of the Year, said the merit list restructuring makes for a fairer assessment. He pointed to how situations like a weaker performance on the PT test at LDAC because a Cadet was not acclimated to the environment can greatly penalize a student who might otherwise be a greater

BREAKING DOWN THE ORDER OF MERIT LIST

Beginning this fall, the system by which senior Cadets are ranked will change. Here’s a look at the current structure and the new one. Yellow denotes change.

OUT WITH THE OLD

Academic (40%)

*Cumulative grade point average
(includes ROTC GPA spring semester or most current)*

Leadership program (60%)

► **LEADER (45%)**

Leader Development and Assessment Course (LDAC)

LDAC performance, to include leadership positions and leadership attributes/skills/actions (6.75%)
LDAC platoon tactical evaluation (11.25%)
LDAC land navigation (4.5%)

Professor observations

Professor MSIII OML certification (6.75%)
Professor accessions OML (4.5%)
Professor accessions potential comments (4.5%)
Cadet training/extracurricular activities (4.5%)
Language/cultural awareness (2.25%)

► **PHYSICAL (15%)**

Army Physical Fitness Test

Campus (current fall semester) (1.69%)
Campus (current spring semester) (2.36%)
LDAC (first score) (9.45%)

Athletics

Varsity, intramural or community team (1.5%)

IN WITH THE NEW

Academic (40%)

*Cumulative grade point average
(includes ROTC GPA spring semester or most current)*

Leadership program (60%)

► **LEADER (45%)**

Leader Development and Assessment Course (LDAC)

LDAC performance, to include leadership positions and leadership attributes/skills/actions (11.25%)
LDAC platoon tactical evaluation (6.75%)
LDAC land navigation (0%)

Professor observations

Professor MSIII OML certification (11.25%)
Professor accessions OML (4.5%)
Professor accessions potential comments (4.5%)
Cadet training/extracurricular activities (4.5%)
Language/cultural awareness (2.25%)

► **PHYSICAL (15%)**

Army Physical Fitness Test

Campus (current fall semester) (3.5%)
Campus (current spring semester) (3.5%)
LDAC (first score) (6.5%)

Athletics

Varsity, intramural or community team (1.5%)



LDAC Cadets participate in the Field Leader's Reaction Course last summer, learning to work as a team and to execute some tactical maneuvers. Beginning this summer, course participants will take all they learn and put it to use in a culminating scenario-based exercise. *File photo*

New look for LDAC

Changes put increased emphasis on Cadet development

By **Tim Oberle**
U.S. Army Cadet Command

The complex nature of issues facing the modern military tactician present unique challenges requiring leadership that exemplifies unparalleled ingenuity, flexibility and uncompromising integrity. From the emergence of insurgent warfare to the constantly evolving technological frontier, future military leaders must remain adaptable with an ability to thrive in an uncertain operational environment.

To keep up with the fluidity of today's battlefield and better prepare the nation's future military leaders to face myriad challenges, Cadet Command is revamping the training Cadets receive, starting with its capstone event.

Some of the changes to the ROTC training regimen begin this summer at the Leader Development and Assessment Course, the annual advanced-level leadership course at Joint Base Lewis-McChord, Wash. The transformation is scheduled for completion in 2016, when LDAC will become the Cadet Leader Course to more accurately describe the curriculum.

Six of the changes this summer will have a noticeable effect on participating Cadets:

► **Evaluation assessments** – The most noticeable change to this year's training involves a reduction in the amount of assessments each Cadet will receive. In the past, Cadets were subject to six different evaluations, each crucial to their eventual placement on the order of merit list. Under the new system, assessments will be reduced to four with a decreased emphasis of the assessment's weighting on the order of merit list and an increase in feedback and mentoring Cadets receive post-assessment. The rationale for the change is to improve overall Cadet-development and foster an atmosphere of leadership enlightenment. Under the old system, Cadets often focused more on the grading of the assessment rather than the merits, stunting the development process. Under the new system, Cadets are encouraged to experiment with different leadership styles to determine which style brings about the most personal success.

► **Basic rifle marksmanship** – The introduction of ba-

LDAC, continued on page 20

Patton back with leadership focus

Command takes integral role
in \$5 million revamp

Story by Lt. Col. Matt Hackathorn
U.S. Army Cadet Command

For information
about the new
Gen. George Patton
Museum of
Leadership or to
schedule a visit, call
Chris Kolakowski at
(502) 624-4824.

Who would have thought Base Realignment and Closure would create a tremendous training and education opportunity for U.S. Army Cadet Command and Fort Knox?

That's the case for the newly renovated museum at Fort Knox, Ky., now referred to as the Gen. George Patton Museum of Leadership, which has its grand opening June 14 for the general public.

Those familiar with Fort Knox remember the Patton Museum as a tribute to the armor branch and the flamboyant World War II general, but changes caused by BRAC 2005 affected the museum in a major way. When the Armor School departed Fort Knox for Fort Benning, Ga., in the summer of 2011, approximately 80 percent of the museum's contents left with it.

A major gutting forced Training and Doctrine Command to come up with a new plan for the museum, which is one of the busiest in the Army's system. The facility at Fort Knox has historically enjoyed about 100,000 visitors annually.

"In the wake of BRAC 2005, the TRA-DOC commander made a decision to establish a new museum of leadership that needed to be governed by U.S. Army Cadet Command," said Chris Kolakowski, the museum's director. "The focus of the museum comes straight out of Army Field Manual 6-22, 'Army Leadership,' and specifically the Leadership Requirements Model."

Kolakowski came to Fort Knox in October 2009 with a mission of taking whatever the Armor School left behind and re-making a state-of-the-art museum focused on using interactive technology to train military history and leadership development. Under the guidance and direction of Maj. Gen. Jeff Smith, commander of U.S. Army Cadet Command and Fort Knox,

Kolakowski and his staff transformed the 45,000-square-foot facility into an exciting and relevant training and education venue for Soldiers, Cadets and the general public.

"The reason we're here is to help train Cadets," said Kolakowski, who works closely with the command's curriculum development staff. "This museum will support the Leader's Training Course and Pre-Command Course with interactive galleries and virtual staff rides. We can support detailed leader development forums on site."

Immersion into historic battles offers a tremendous training aid. As groups of students participate in the interactive scenarios, facilitators can stop at key moments and ask the question, "What are you going to do now, lieutenant?" Each scenario can take a different path depending on how the group leader reacts.

"Basically, we're using history to reinforce lessons of leadership," Kolakowski said. "We're able to take abstract concepts and help create concrete discussions."

Also included in the \$5 million museum makeover are galleries dedicated to the history of Army ROTC, strategic leadership and the six characteristics of leaders who demonstrate character, presence and intellectual capacity by leading, developing and achieving results.

The museum also features a special exhibit of a functional fire truck used Sept. 11, 2001, by telling a compelling story of leader response during an extreme crisis in American history. Kolakowski said the museum inherited the fire truck from Fort Belvoir's Center of Military History, also due to a BRAC move, saving the historic piece from being sold or scrapped.



Promoting opportunity



Susan Plemmons of the Mission Support Battalion cuts graphics to be used in pop-up stands to promote the Eastern Kentucky University Army ROTC program. Photo by Steve Arel

Battalion helping ROTC units woo prospects, connect people with America's Army with free support

By Vickey Mouzé

U.S. Army Cadet Command

In some ways, recruiting prospective Cadets resembles fishing. The right bait lures them to take the hook.

Then, it's a matter of reeling them in.

ROTC battalions across the country employ all sorts of tactics to entice quality Cadets. But most of those tactics come at a cost.

Literally.

Producing pamphlets, taking out advertisements and handing out squeeze balls, shirts and other goodies doesn't come cheap. What many battalions don't realize, or often overlook, is that much of their efforts can be done for free.

The Mission Support Battalion, based at Fort Knox, Ky., and which operates under the Accessions Support Brigade and Army Marketing and Research Group, has for years been providing access to professional Army assets that can be set up at campus career days, home football games and other high-traffic events. Plus, a professional crew will transport it all to the location, set it up and break it down.

One popular asset is the Adventure Semi, also known as AS4. The AS4, a 60-foot, 30-ton tractor and trailer, self-contained and climate-

PLACING ORDERS

A full listing of the vehicles, their capabilities, characteristics, requirements and best practices can be found in the Mission Support Battalion Asset User Guide at www.usarec.army.mil/msbn. Battalions should contact their respective brigade to order assets.

controlled mobile warrior exhibit, is packed with simulators such as the Lasershot Engagement System and the Night Vision Sensor/Laser Exhibit. Visitors can experience a myriad of interactive exhibits and weapons displays that include the new Soldier equipment hands-on display and the air, land and future Soldier exhibits and video displays.

Don't have a big enough space on campus to house a semi? No problem. There are other options, such as the Army chopper, custom-made for the Army by Orange County Choppers in 2005 to represent the American Soldier. Simulated weapons – an M4 Carbine, an M6, seven fragmentation grenades and a M181 claymore mine – are affixed to this 134-horsepower bike. Built for either inside or outside, it fits into a space of 10 feet wide by 20 feet long.

In November, Maj. Bobby Crocker, recruiting operations officer at Jackson State (Miss.)

University, stationed the chopper and its accompanying Army drag bike at the town's college outreach event that drew about 4,500 high school seniors.

"These bikes are great conversation starters," Crocker said. "I had 50 quality leads and immediately set up five appointments and another 15 interviews later on."

While he hopes the high school seniors will enter ROTC this fall, Crocker sees these opportunities as "relationship builders" and a chance to show off the Army.

Later that day, he set up the bikes outside Mississippi Veterans Memorial Stadium during a home football game. Also, during football season, Crocker had the American semi and the Army Adventure Trainer outside the stadium, a high-traffic area.

"Fall is a great time to set up displays," said Lt. Col. James Perry, commander of the Mission Support Battalion. "There's the home football games, and along with that comes tailgate parties."

The Mission Support Battalion has provided materials since 1936. At that time, the Army tasked a group of Soldiers to develop and man an Army exhibit at the World's Fair in New York City. Since then, Army exhibiting has

evolved into a strategic combat multiplier for its recruiting mission.

Today, the Mission Support Battalion conducts professional mobile and fixed exhibits. The battalion also develops and produces marketing and incentive products, including plaques and other presentation items to generate quality leads and support the U.S. Army's recruiting effort.

"We provide unique national level assets to support a wide range of events, from high visibility marketing events to ROTC campus visits," Perry said.

"All of our assets are interactive, fun and a great way to connect with prospects and share your Army story. We try to create multiple options for each asset that allows the ground commander to customize the message toward their event's recruiting goal."

The battalion's Mobile Exhibit Company conducts mobile exhibits in all of the lower 48 states, driving more than 614,000 miles and collecting around 70,000 leads per year. The company supports U.S. Army Cadet Command and the U.S. Army Recruiting Command by providing professional mobile exhibits at high schools, college campuses and special community events nationwide.

The company also provides command and control of the National Science Center semi-trailer exhibits based out of Fort Belvoir, Va. These vehicles provide scientific demonstrations to elementary and middle school students nationwide.

The MEC includes 11 semi-trailer trucks, five light truck and trailers and two Hummer H2 vehicles. The vehicles have several different configurations that range from interactive weapons and equipment simulators to classroom-style presentation theaters with multimedia capabilities.

MEC assets are requested through the Accessions Targeting Board (ATB) process one full quarter ahead of the requested event date. For example, the first quarter of Fiscal Year 2014 requests would be submitted through respective ROTC brigades and are due to brigades no later

than July 1. All assets are fully funded separately, so there are no costs to the requesting unit.

Units using national assets in their area should research their assigned asset. Planning and dialogue between exhibitors and recruiters using the asset are essential to conducting a successful national asset recruiting event. Also, ensuring the

Army at conventions such as the Army All-American Bowl, Chicago Auto Show, Future Business Leaders of America and Health Occupations Students of America.

Don't fret if your campus is too compact to host a semi. You can still tell the Army ROTC story through banners and displays.

That's what Western Kentucky University has done. Displayed in WKU's Diddle Arena, custom-made branding materials are seen by thousands of fans on their way to watch a basketball game.

Lt. Col. Scott Walker, the Hilltopper Battalion's professor of military science, said he is lucky in that its classrooms and offices are in a prime area of visibility. Not only can the products make an impression on passers-by, but they have helped sell Army ROTC to WKU's leadership and faculty.

"These materials mirror the quality of the school's branding," Walker said. "Our materials have helped elevate the status of our program. There's a sense of pride amongst us and the school."

Walker said while the pieces are a "good recruiting tool," more importantly, they're a "relationship-building tool."

"Faculty walk through our area, see the professional displays and become our advocates," he said. "We're winning their hearts and minds and

influencing the influencers, which is what it's all about."

He cautions against too much advertising, though.

"You don't want to over-saturate people with too many messages," he said. "They'll stop noticing."

Walker, who spent about two years as the operations officer for the Accessions Support Brigade, recommends units interested in ordering materials remember they come at no cost to the unit, order early and order through the Cadet Command brigade and keep it informed.

Sgt. 1st Class Gregory Koskey of the Mission Support Battalion contributed to this story.



AVAILABLE PRODUCTS AND ASSETS

- ▶ Banners
- ▶ Prints
- ▶ Sandwich signs
- ▶ Pull-up banner systems
- ▶ Static/window/vehicle clings
- ▶ Awards (first and second quarters)
- ▶ Exhibit components, graphics, cut-outs
 - ▶ Yard signs
 - ▶ Magnetic signs
 - ▶ Stickers
 - ▶ Disks of art
- ▶ Branding/complete exhibit



Army teams sweep overall titles again at JROTC national air rifle championships



TOTAL DOMINATION

By Steve Arel

U.S. Army Cadet Command

2013 might as well be 2012.

Like it did a year ago, Ozark High School's precision team led Shelby County High School after the opening round of the JROTC National Air Rifle Championships. And as they were in 2012 during the final round of competition at the Civilian Marksmanship Program's indoor range in Anniston, Ala., the Army program from Missouri and the Marine Corps program from Kentucky – whether by coincidence or by fate – happened to shoot from firing lanes positioned right next to each other.

It was the same scenario. And the same result.

Ozark claimed its second straight precision championship in March, beating Shelby County 4,686 points to 4,665 points.

In the sporter division, Carl Hayden (Ariz.) High School vaulted from fourth place after the opening round to give the Army a sweep as it earned its first national title, beating East Aurora (Ill.) High School, a Navy program.

The Army also produced the top individual precision performer in Marissa Furney of Columbus (Ga.) High School.

Ozark has managed to build something of a



(Top) Maggie Ehmann of Patch (Germany) High School takes aim at a target during the opening round of the precision competition. **(Above)** Ozark (Mo.) High School seniors Makennon Doran and Shelby Brummett share a hug before the final round of precision competition, which the school won for the second straight year. *Photos by Steve Arel*

dynasty in the sport of air rifle. In addition to the school's precision wins the last two years, its sporter squads captured national championships the two years prior to that.

The victories makes seniors like Shelby Brummett a rarity: Every year of her high school career ended with a national title. What made this win different than the other three crowns she helped secure was how close-knit the foursome became.

"We have no superstars," she said. "We're all equally strong shooters. We all enjoy it, and we have fun."

Ozark built a 13-point cushion over Shelby County after the opening round, fueled in part by two near-perfect individual scores of 199 during the initial prone position. Each round required Cadets to also shoot while standing and kneeling.

The final found got off to a queasy start as reigning Army individual champion Benjamin Estes suffered from a stomach bug that left him weak and vomiting right up until to the start of the competition. A trashcan was placed behind his firing point in case he was overcome and felt he couldn't make it to the restroom as he shot.

The illness initially seemed to have little affect as Estes reeled off a perfect score of 200 in the opening prone position. He slipped some in standing, as did his teammates, because he said he wasn't strong enough to steady his rifle completely.

The collective effort allowed Shelby County to close the gap to 10 points.

That's as close as the Marine Corps Cadets would get. From the kneeling position, Ozark shooters rebounded and won going away, led by Estes' score of 199, a point shy of perfect.

"I just went back to my training and took it

shot by shot,” he said.

As he does in competitions, retired 1st Sgt. Terry Thompson, Ozark’s coach, shielded his Cadets from seeing their placement or score until after the final. He wanted them to remain focused on simply shooting their best.

“They were within 10 points,” Thompson told his team during a post-match huddle. “You all closed the deal out.”

Carl Hayden finished a distant fourth in last month’s Army championships, 124 points off the pace of Killeen (Texas) High School. But as his team readied for its first shots of the national competition, senior Nestor Alvarez was adamant the program had a serious chance to win.

After all, the team was riding a wave of suc-

cess after winning an Arizona state competition and had been training hard since the Army event. They hadn’t come to lose.

Carl Hayden, starting the final round in fourth, made its move during the standing portion. The 694 points the team registered was a meet best in the sporter division, propelling it toward the top.

The squad that found itself 27 points behind midway through the nationals ended up winning by 16.

“We’re national champs, dude,” a jubilant Mario Saenz said to teammate Alan Rodriguez, who confirmed the win through a website accessed on his smartphone. “You know how long we’ve been waiting for this?”

Carl Hayden shooters considered themselves

underdogs entering the meet, and they believed other programs saw them that way, too. Cadets said their school doesn’t have funds to purchase the sort of equipment other schools have, and they had to scrape up the money to even make the trip to Alabama, getting a single room for all four squad members to sleep in.

“We just wanted to do our best,” Rodriguez said. “No one expected Carl Hayden to win.”

Except Alvarez. And perhaps a worker at the team hotel, who, in wishing them luck, told them several winning teams had stayed there in the past.

“We were determined,” Saenz said.

“I knew we were going to win,” Alvarez said.

ARMY TEAMS SHINE

For the second straight year, Army JROTC squads captured the top prizes at the national air rifle championships.



- Precision Division**
1. Ozark High School, Missouri, Army, 4,686 points
 2. Shelby County High School, Kentucky, Marine Corps, 4,665 points
 3. Walla Walla High School, Washington, Army, 4,613 points



- Sporter Division**
1. Carl Hayden High School, Arizona, Army, 4,354 points
 2. East Aurora High School, Illinois, Navy, 4,338 points
 3. Daleville High School, Alabama, Army, 4,327 points

Laney Funk of Sarasota (Fla.) Military Academy pauses between shots in the standing position during the National JROTC Air Rifle Championships in Anniston, Ala. Photo by Steve Arel

BEST OF THE BEST



Marshall seminar helps top Cadets become strong leaders

By Steve Arel

U.S. Army Cadet Command

As 12 years of fighting winds down, many Army ROTC cadets who commission this spring won't likely experience war anytime soon. They won't wear a distinctive combat patch that unites Soldiers in the profession of arms.

But the absence of a patch in no way diminishes the critical role soon-to-be lieutenants will play in positioning the force of the future, one of the Army's chief trainers told George C. Marshall Award winners in April.

As leaders of an Army that has operated at a feverish pace for more than a decade between Afghanistan and Iraq with little downtime for retraining and resetting itself, lieutenants will become the architects of a strategy that gets Soldiers back to basics, said Gen. Robert Cone, commander of the Training and Doctrine Command.

"You bring new skills to this fight," said Cone, the featured speaker at the closing ceremony of the annual Marshall awards and leadership seminar at the Virginia Military Institute in Lexington, Va.

"How many think that after 10 weeks of basic training and eight or nine weeks of AIT (Advanced Individual Training) we have produced a real Soldier through and through? Of course, we haven't. The fact of the matter is that the business of continued Soldierization is going to fall on you."

The Marshall seminar is centered around the principles of leadership, integrity and character



(Top) Cadet Scott Delsart of Saint Norbert (Wis.) College is seen through the five stars on the door of the Marshall Foundation symbolizing Marshall's stint as general of the Army. (Above) Gen. Robert Cone, TRADOC commander, speaks to Cadets at the closing of the Marshall seminar.

Photos by Steve Arel

exhibited by the late George C. Marshall, the former general of the Army and American secretary of state whose famed Marshall Plan for rebuilding war-torn Europe after World War II earned him the Nobel Peace Prize.

The Marshall awards recognize the top Cadet at each of Cadet Command's 273 battalions across the country. Since its beginning 36 years ago, the event has honored more than 10,000 students over the years.

Outlining the makeup of the current force and the direction in which it needs to move, Cone said junior officers will be challenged to solidify the foundational skills of their subordinates and ensure they maintain high standards and combat readiness.

The Army has been so focused on war that essentials like retraining and schooling have been overlooked. Within the enlisted ranks, for example, thousands of NCOs have been promoted to ranks for which they lack the requisite education, Cone said.

As shrinking budgets slow the military's pace, junior leaders, capitalizing on lessons learned from those who have served in combat and new doctrine aimed at enhancing fundamentals, will find opportunities to shape the continued development of their troops after the fighting ends.

The Army of the future – the immediate future, at least – will be governed by more scrutinized spending and tighter budget constraints, Cone said. That will require leaders, particularly those in non-deployable units, to find different and innovative ways of preparation.

"We will hold you accountable to hold others accountable to meet standards," Cone said.

Cadets who attended the two-day event said they're ready to face the inevitable challenges ahead. They found the seminar advantageous,



“What you put into (people’s) development will make a difference in how well they do individually and how well the team does collectively.”

*— Maj. Gen. Jeff Smith,
Cadet Command commanding general at
closing of Marshall seminar*

Photo by Steve Arel

getting to learn more in-depth about the issues that will affect and shape the Army they are about to lead.

Those like Ronnel Baris of the University of Guam said the opportunity to hear from senior leaders, both commissioned and enlisted, laid a foundation for success. The lessons taught also helped give him development strategies about how to approach his mission and bring out the best in his Soldiers.

“I got tools to help establish a standard,” Baris said. “Now that we’re inspired, we can inspire our troops as well.”

The seminar was integral in providing a broader scope of the global challenges facing new officers, said Amanda Reich of Eastern Washington University. Discussions such as cyber warfare and simply interacting with fellow Cadets with whom she’ll soon serve alongside will go a long way toward her maturation as a leader.

“I’m not nervous” about leading a platoon, she said. “It’ll be a learning experience and challenging. I’ll handle it.”

Army and seminar leaders gave their votes of confidence to those who in just a few weeks would be pinning on gold bars.

The intent of the Marshall seminar is to push recipients to expand their thinking to become better leaders of Soldiers. Gauging the interest and intricacy of questions by Cadets,

their “minds were at a different level and exactly where they need to be,” said Maj. Gen. Jeff Smith, commanding general for U.S. Army Cadet Command.

In closing out the event, he reflected on his time as a Cadet from 1980-83 at Ohio State University. He joined the program just a year after famed football coach Woody Hayes resigned after an on-field altercation with a Cleveland University player.

But Hayes didn’t simply disappear. He asked for an office suite on the second floor of OSU’s ROTC building. It happened to be the same floor as the Army ROTC program.

Twice a year, until he died, Hayes held seminars with Cadets, Smith being among them. He said he’ll never forget the coach’s message on the importance of people: You win with people.

“What you put into their development will

make a difference in how well they do individually and how well the team does collectively,” Smith said. “As you look across this room tonight and the relationships you have established among yourselves as peers and the investment of seminar leaders and others who have come down to, in some small way, make you better in what you are doing, if you take those lessons ... and value the fact that you win with people and not tactics, you’ll be fine.”



To access the online photo galleries for the 2013 George C. Marshall Awards and Leadership Seminar, scan the code above.

MARSHALL SEMINAR AT A GLANCE

The first George C. Marshall ROTC Award Seminar took place in Lexington, Va., in 1978. Lexington and the Virginia Military Institute were chosen because VMI was Marshall’s alma mater and the historic significance of Lexington and having Cadets walk the ground he walked. Cadets from 274 colleges and universities across America participated in 12 roundtable discussions, which included such topics as nuclear proliferation, terrorism and U.S. foreign policy in the Middle East.

The seminar was the outcome of collaboration among Ambassador Fred L. Hadsel, then-director of the Marshall Foundation; Gen. Maxwell D. Taylor, former Army chief of staff, ambassador and Marshall Foundation trustee; and Gen. Bernard W. Rogers, then-Army chief of staff and former aide to Taylor.

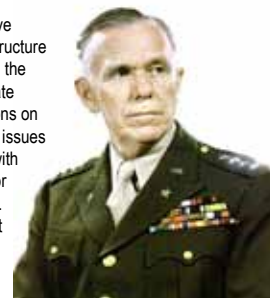
Although details have changed, the overall structure of the seminar remains the same. Cadets participate in roundtable discussions on major national security issues with a leader, usually with an academic, military or diplomatic background. The other major aspect of the program is the opportunity for the Cadets to hear from Army and Department of

Defense leaders, either about current national security policy or what the Army expects from them as junior officers and leaders of the future. Noted speakers have included President George W. Bush, Vice President Dick Cheney, former Secretary of State Lawrence Eagleburger, Gen. Colin Powell, Secretary of State Dean Rusk, United States Senator and former Navy Secretary James Webb.

Every Army chief of staff since the program began has spoken to Cadets.

Cadets are selected from their respective detachments based on scholarship, leadership, physical fitness and community involvement. They are college seniors, and a majority hold senior leadership positions within their schools or ROTC detachments. As of 2013, close to 10,000 Army Cadets have been named Marshall award winners.

Communicating the leadership principles of Marshall – candor, commitment, courage, integrity and selflessness – are the reason the award exists. Cadets who attend the seminar leave with a better knowledge of Marshall and the guiding principles that made him one of the nation’s greatest leaders.



NITTANY LION KINGS

Penn State sets the pace for ROTC at Sandhurst

By Steve Arel

U.S. Army Cadet Command

WEST POINT, N.Y. – Barely able to crack the top 10, Army ROTC teams have never posed a real threat to win the prestigious Sandhurst Competition in the 20 years they've competed.

Until now.

Cadet Command programs collectively posted their strongest finish ever in the annual international test of military skills in April, with three schools ranking in the top 10 and nearly closing the gap to victory. Penn State University led the way by taking second overall, the University of North Dakota came in sixth and Brigham Young University captured seventh.

"I'm not surprised," said Lt. Col. Ken Weiland, Penn State's professor of military science.

He attributed the team's success to veteran senior Cadet leadership, solid physical fitness and intellectual talent from students with a knack for the type of critical thinking Sandhurst challenges demand.

"They develop new and improved training plans to meet the ever-changing standards," Weiland said.

A team from Britain, which has long dominated the event, was named the overall winner.

Both Penn State and North Dakota competed last year. That experience proved pivotal, said Jake Ahle, Penn State's squad leader.

"We train day in and day out," he said. "To put our name in the history books means a lot. Everything pays off."

Prior to the awards ceremony, Maj. Gen. Jeff Smith spent nearly an hour with all 72 Cadets who competed and their cadre and family members who made the trip with them. In applauding the participants, Cadet Command's commanding general hailed

Penn State's Jake Ahle climbs a rope during the indoor obstacle course portion of the Sandhurst Competition. Photo by Steve Arel



(Above) Trevor Schmitt, squad leader for the University of North Dakota, reads instructions to his team for a mission they are required to complete in a mock chemical environment. **(Right)** A bullet casing is ejected from a 9mm pistol fired by Travis Meservy of Brigham Young University during the opening day of the Sandhurst Competition.

Photos by Steve Arel

their effort as historic.

After watching ROTC teams compete at Sandhurst shortly after he took command last year, Smith initiated changes to brigade Ranger Challenge competitions that more mirrored Sandhurst exercises.

“Not because I wanted you to win this event,” Smith said. “I want you to be a better critical thinker. I want you to be more resilient and better physically. ... My objective with this event and Ranger Challenges are to create an environment that enables you to excel.

“You should be proud of all you’ve done. At the end of the day, it doesn’t matter if you came in first. You’ll leave here a better person and have learned a lot about yourselves and your teammates and become a better Cadet and a better officer.”

After trekking roughly 10 miles in the opening round that featured marksmanship and land navigation, teams faced another formidable route on Day 2.

Due to budget constraints, the traditional course was changed this year, moved from a rugged remote training site and onto the West Point campus. But it was no less taxing.

“We were prepared, but it hurt,” said Adam Harrison of East Tennessee State University.

Cadets faced a multitude of challenges.



Among them: an indoor obstacle course that required the nine-person teams to low-crawl, scale walls, climb ropes and carry a 180-pound dummy nearly 300 yards; assembly of several weapons while donning gas masks in a mock chemical environment; one-rope bridge construction and lugging a 140-pound Zodiac boat for nearly half a mile.

Cadets had to navigate steep inclines to reach most of the competition sites.

“This was the most demanding course I’ve been on,” Ahle said. “I feel complete satisfaction because we gave nothing but 110 percent effort. It’s a neat feeling to lead people who motivate you through it all.”

Appalachian State dedicated its performance to Christopher Hasbrouck. A year ago, the sophomore Cadet suffered heat stroke while competing in the Mountain Man March in Tennessee and died 12 days later.

With the 2013 race being held the same

HOW THEY FARED

Final overall placement of Army ROTC teams in April’s annual Sandhurst Competition held at West Point, N.Y. A total of 58 teams competed. The event was won by a team from Britain:

2. Penn State University (2nd Brigade)

6. University of North Dakota (3rd Brigade)

7. Brigham Young University (5th Brigade)

18. Texas A&M (1st Brigade)

31. University of Hawaii (8th Brigade)

37. Georgia Southern (6th Brigade)

41. East Tennessee State University (7th Brigade)

51. Appalachian State (4th Brigade)

weekend as Sandhurst, Appalachian State contemplated bowing out to show its support in Tennessee. But with a contingent of ASU Cadets already planning to march, the Sandhurst squad focused its efforts on West Point, with their thoughts clearly on Hasbrouck.

Each Cadet carried a laminated card pinned to the cargo pockets of their pants that featured Hasbrouck’s name, his photo and the Appalachian State, ROTC and Army logos.

“It has been our motivation,” said Harrison Fletcher, the team’s squad leader.

Living in a region with hilly terrain similar to that of eastern New York proved beneficial in preparing the team.

Serving the last four years as an Army National Guard Soldier while in ROTC, the intensity of the training in recent weeks was more than Harrison has experienced during his time as an enlisted service member, he said.

The toughest aspect of the Sandhurst Competition, Harrison said, was the ambiguity of operations. Even when teams thought they knew a scenario, organizers tweaked the situation to force Cadets to react quickly and adapt to complete the mission.

Win or lose, Harrison relished the experience of going up against international competition. The exposure – and all it took to get here – will have long-lasting, positive effects.

“I have no regrets,” Harrison said. “We got good training out of it. We’re competitive people by nature. We take what we get and roll on.”

TOSS-UP

New champions crowned at Army national drill meet

By Steve Arel

U.S. Army Cadet Command

LOUISVILLE, Ky. — Drill teams, as good as they might be, never really know the strength of their talent until after competition judges hand in their scores.

It's one of the great unknowns of the sport: Is a good team good enough to win? The answer: yes and no.

Going up against a deep field in the second annual U.S. Army Cadet Command JROTC National Drill Championships, Cadets with Marmion (Ill.) Academy and North Miami Beach (Fla.) Senior High School figured they were doing well. But they weren't sure.

Until the judges had their say.

Marmion and North Miami won the overall titles in April in the armed and unarmed divisions, respectively, beating out some of the service's perennial powers and last year's champions.

"The competition level at the national level is so high, anybody can take it at any time," said retired Maj. Michael Rountree, senior Army instructor for North Miami Beach.

Marmion, which finished a distant fourth last year, vaulted national contenders Francis Lewis (N.Y.) and Smith Cotton (Mo.) High School to capture the top spot. Douglas MacArthur (Texas) High School, which won both the armed and unarmed crowns in 2012, finished fifth and fourth in those divisions this year.

The victory surprised Marc Derrico, Marmion's armed team commander. He said the team hadn't experienced much success in smaller local and regional competitions earlier this season.

But he and his fellow Cadets managed to shine at the right time.

"We were saving up for this one, and kicked it in," Derrico said. "We turned it into a new gear."

Marmion finished in the top four in each of

Ethan Smith of Douglas MacArthur (Texas) High School catches his rifle during armed exhibition competition. Photo by Steve Arel

the four competition categories – inspection, regulation, color guard and exhibition – winning two of them (color guard and exhibition). James Madison (Texas) High School took second overall.

On the unarmed side, North Miami Beach only won one category – inspection – but finished strong enough in the others to pull off the win over runner-up Smith Cotton.

“Like a lot of other programs, we’re starting to build a tradition,” Rountree said. “We’ll keep working. Every time you compete, you learn things about your team. Every competition is a growing process.”

More than 2,200 Cadets and instructors representing 72 schools from across the country were involved in the competition at the Louisville International Convention Center, making it the largest single service meet of its kind ever held,

said Justin Gates, competition director for Sports Network International, which conducts meets for the Army, Navy, Air Force and Marine Corps. The organization also operates the all-services National High School Drill Team Championships.

Maj. Gen. Jeff Smith, Cadet Command commanding general, served as guest speaker for the awards ceremony. He applauded the students’ accomplishment of qualifying to compete nationally,

being a collective small percentage of the more than 300,000 Cadets who make up the total Army JROTC corps.

“You all represent the best our country has to offer,” he said. “This is a national championship, and you made it here. Not many people can ever say that. That you made it here speaks to who you are and what you are doing.”

The meet, for most, marked the culmination of months and countless hours of practice.

Between events, Christina Galindo huddled in a meeting room in the lower level of the convention center with her Winter Springs (Fla.) High School teammates, polishing rifles for an upcoming armed inspection. The task offered a bit of a breather since she had already been part of regulation and color guard competitions.

As the team readied for its final event of the day, Galindo, the team’s commander, said the events had been somewhat nerve-racking. But the junior expressed confidence at Winter Springs’ performance.

“We work hard, so I know we’re going to do well,” she said.

Winter Springs Cadets had been practicing for the Army Nationals since school began in late summer, going for two and a half hours most days of the week. For Galindo, a self-proclaimed “drill freak,” she has spent additional time on her own honing her skills.

Drill, Galindo said, is different from other sports in which she competes because of the mental toughness required to handle and overcome the monotony of learning and performing the same routines over and over again.

“One slight mistake can shatter what we’ve worked for,” she said. “That’s disheartening. But we love it. You can see the improvement.”

Several teams competing in April will go on to the National High School Drill Team Championships in May in Daytona Beach, Fla. Among them will be West Charlotte (N.C.) High School.

Some Cadets from the team known as the Mighty Lions used the Army meet as a scouting expedition of sorts to gauge

where they stack up heading into the season’s biggest and most prestigious competition.

“It’s a way for us to get better,” Cadet Olajuwon Jackson said.

And to prepare themselves to face the intensity of being the center of attention on the drill pad.

Jackson compared competing to riding a roller coaster. One is usually nervous as the ride begins. There’s a sense of exhilaration through the brief trip. When you’re done, though, you want to do it again.

Jackson admitted being nervous as he led his armed color guard. But considering the amount of time he spent practicing in recent months, the challenge wasn’t remembering the moves he needed to execute but keeping himself calm during the process.

“You just have to go step by step, and take long pauses,” he said.



North Miami Beach (Fla.) High School Cadets tip their hats during unarmed exhibition competition of the Army Nationals drill meet. North Miami won the unarmed division. Photo by Steve Arel

SHINING NATIONALLY

Winners from the second annual U.S. Army Cadet Command JROTC Army National Drill Championships.



ARMED

1. Marmion Academy (Ill.) - shown at left
2. James Madison (Texas)
3. North Miami Beach (Florida)
4. Francis Lewis (N.Y.)
5. Douglas MacArthur (Texas)
6. Winston Churchill (Texas)
7. Ronald Reagan (Texas)
8. Smith Cotton (Missouri)
9. Union (N.J.)
10. Hubbard (Ill.)

UNARMED

1. North Miami Beach Academy (Florida)
2. Smith Cotton (Missouri)
3. James Madison (Texas)
4. Douglas MacArthur (Texas)
5. Sam Rayburn (Texas)
6. Francis Lewis (N.Y.)
7. North Torrance (California)
8. Ripon (Wis.)
9. Theodore Roosevelt (Hawaii)
10. Xavier (N.Y.)

KOLAR, continued from page 4

my 17 years working with them and getting to know the officers. I'm very humbled to receive the Gen. William E. DePuy Award. It's been an honor and privilege to assist and promote Army ROTC for all these years."

One way Kolar promotes the Army and MSU's Army ROTC Spartan Battalion is ensuring Army ROTC is represented at college open houses and recruiting events throughout the state of Michigan. He said MSU's open house events include Army ROTC on the passport that attendees have stamped at each station they visit.

"That way, they learn about Army ROTC when they visit Demonstration ("Dem") Hall where ROTC classes are located," Kolar said.

Also, he invites Army ROTC representatives to all recruiting events securing invitations, sufficient booth space and even dining arrangements at no cost to the military.

"I am always looking for new ways to give the Spartan Battalion maximum exposure during our on-campus visitation programs and off-campus recruitment efforts," Kolar said.

"Army ROTC has a rich history at MSU, and it's a great program to promote to high school seniors who aspire to serve our country after their undergraduate education. I have been very blessed to work with such outstanding staff over the years and have created many friendships along the way."

The DePuy Award is named for the first commander of the U.S. Army Training and Doctrine Command and an Army ROTC graduate and supporter of the program.

"Kolar's contribution to Army ROTC is best measured in his abilities to seamlessly navigate the administrative maze of a large university of 48,000 students for the benefit of the ROTC program by aggressively promoting Army ROTC both on campus and throughout the Lansing community and by successfully resolving admissions challenges of individual ROTC Cadets," Lt. Col. Jeff McDonald, MSU professor of military science, wrote in the nomination packet.

McDonald noted that Kolar has "...established a reputation as a consistent advocate, ally and friend of the Michigan State University Army ROTC Program, its Cadets and its cadre."

LDAC, continued from page 8

sic rifle marksmanship is actually not new to LDAC. For decades, BRM was a staple of the training cycle but fell to the wayside in 2009 during the Army's reallocation of resources overseas in support of Operation Enduring Freedom. With a drawdown of forces in Afghanistan, marksmanship is being reintroduced to teach Cadets the fundamentals of rifle marksmanship and to qualify them for the squad live-fire exercise. During qualifications, Cadets will be required to qualify using either the M-16 or M-4 rifle.

► **Squad live-fire exercises** – The squad live-fire exercise is new to LDAC and provides Cadets with an invaluable set of skills that are useful throughout their military careers. The event places Cadets in a squad-level react-to-contact live-fire scenario incorporating weapons malfunctions, ammo-redistribution issues and notional medical emergencies to stress Cadets. The desired outcome is to build confidence in their ability to conduct battle drills, employ rifle marksmanship principles and emphasize the complexity of combat. To participate in the squad live-fire exercises, Cadets must first qualify during basic rifle marksmanship.

► **Advanced land navigation** – During each cycle, Cadets are required to qualify on the land navigation course in both day and night conditions. Cadets who successfully complete each of the basic land navigation portions will have the opportunity to participate in a new advanced land navigation course where they will be instructed on the most up-to-date and effective methods of navigating unfamiliar terrain. The

advanced land navigation course will introduce Cadets to various navigating skills, including tactical terrain analysis, mounted land navigation, navigating for fire support and a class on intersection problems, where Cadets are taught to identify an unknown point using only two known points.

► **Army Physical Fitness Test** – During past LDAC cycles, Cadets had to pass all three portions of the Army's physical fitness test prior to graduating the course. While most Cadets showed up at LDAC physically fit and able to obtain the necessary score of 60 points in each of the APFT events, the time and commitment required to ensure passing scores for those who failed the first test exhausted valuable time and resources better allocated for other areas of Cadet development. Beginning this cycle, Cadets will only have one chance to pass the APFT, and Cadet unable to pass retake the test once they return to their campus. Back in the campus environment, the ROTC cadre will have more time to work with Cadets in areas needing improvement.

► **Field Leader's Reaction Course** – During past LDAC cycles, the Field Leader's Reaction Course was included as one of the six assessments used to place Cadets on the order of merit list. Under the new training regimen, the FLRC will no longer be assessed formally, but will serve as an opportunity for Cadet decision-making development and as a team-building exercise. While the FLRC will no longer be part of the formal assessment, regimental cadre will still observe each Cadet's performance and provide developmental-feedback following the event to promote leadership growth.

OML, continued from page 7

standout.

"It's a great thing when you see someone for three years, and I can assess them," Tao said. "That's a step in the right direction."

The order of merit list traditionally released in early fall will not be made public now until after branching is complete in November. Delaying the release gives schools an additional month to gather Cadets' branch choices and input data on each of them into the command's network, rather than having to scurry to ensure all the information was in by Labor Day in time for consideration for producing the list.

What an earlier merit list release did as well was trigger disappointment among some Ca-

dets, particularly those who fell within the so-called "dead zone," and foster feelings of wanting to be either at the top or bottom of the list.

"The OML would come out and if someone was in the 46th percentile, they knew they couldn't ask for certain branches," Hefner said. "It forced Cadets to look at other options."

Tao knows the feeling. Each year, the program holds a celebratory dinner in recognition of senior Cadets receiving their branch selections. Last year, he had one student who fell in the "dead zone" and ended up branching transportation. He wanted combat arms.

"He was where he should be (on the merit list), but he said, 'I wish you would've ranked me lower. I would've got what I wanted,'" Tao said. "It wasn't much of a celebration for him."

Because Cadets will not know where they

stack up on the merit list until after being selected for a branch, the hope is they will educate themselves about all branches and the opportunities through each when devising their list of choices.

Those like Tao encourage Cadets to practice "expectation management," telling them to understand not everyone is going to receive the branch they want and that hard work, regardless of one's field, leads to success.

"If you work hard, people will notice and you'll move up," he said. "We stress that ROTC is a four-year marathon, not a 29-day sprint. ... There are general officers in every branch. It's about the hard work you put in, and you'll get a return on your investment. You do the best job you can do when you get into that branch."

Cadet Spotlight

A quarterly look at some of ROTC's future leaders who are already making an impact on their campuses.

Penn State's Matt Brown helped his team to its third straight Division I NCAA Wrestling Championship this spring. Brown, a third-year ROTC Cadet who wrestles at 174 pounds, took second nationally in his weight class. Brown won the Big 10 championship earlier this year.

Hometown: West Valley City, Utah

Major: Criminology

GPA: 3.96

ROTC activities: Participated in a CULP deployment in 2012 to Portugal and has served in a variety of leadership positions within the battalion, from squad leader to company commander.

Other activities: Besides wrestling, studying, spending time with his wife and being an active member of the Church of Jesus Christ of Latter-day Saints.

Branch: Hopes to branch military police, military intelligence or finance.

What motivates you to be an Army officer?

I feel a deep desire to serve and lead in the United States Army. I realize I have been given many opportunities to develop my talents and feel it is my responsibility to use them to serve and protect.

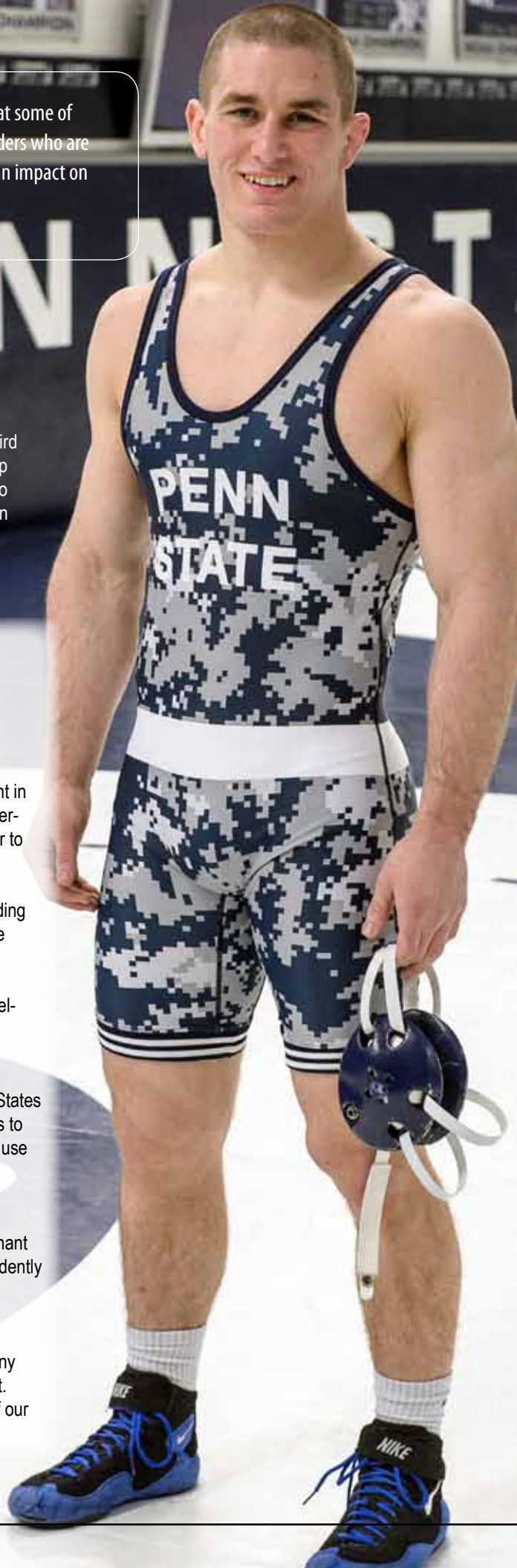
What are your future Army goals?

"I look forward to commissioning as a second lieutenant in the spring of 2015. My goal is to lead troops confidently and effectively, whatever the mission might be."

What impact has ROTC had on you?

"ROTC has reinforced my desire to serve. The Nittany Lion Battalion inspires all Cadets to be our very best. They help us strive for excellence in every aspect of our lives."

Photo by Mark Selders, Penn State athletics



LAST LOOK



Christopher West, drill team commander, leads West Creek (Tenn.) High School in platoon exhibition during the annual 7th Brigade SGM (Ret.) Paul C. Gray JROTC Invitational drill, air rifle and academic meet in March at North Hardin High School in Radcliff, Ky. West Creek won the overall championship. *Photo by Steve Arel*